



Purpose & Summary

This report serves to give an update of progress on the initiatives supporting the Department of Corrections (DOC) strategic plan. We will continue to conduct periodic reviews to make sure the projects are progressing as anticipated, and our resources are being used effectively. The information provided in this report is based on tracking the progress of each initiative against their project milestones. We have included charts and tables to highlight the progress and distribution of the initiatives.

As of December 31, 2021:

- The fiscal year started with a plan to focus on 28 initiatives. However, after further assessment it was decided that the Internal Classification and the Financial Training for Purchasing Staff initiatives would benefit from more time in development. They have been moved to a future placemat. MOCIS will be completed under the MOCIS Prioritization initiative.
- This leaves 25 initiatives for focus this fiscal year. Fifteen are in the implementation phase, and the remaining 10 are in the recommendation phase.
- The majority (96%) of initiatives are in progress and progressing towards implementation.
- Both Short Term Court Referred and Trauma Informed Culture at Institutions recommendations have been approved for implementation.
- For more status updates, see the initiative highlights below.

Statistics & Analysis

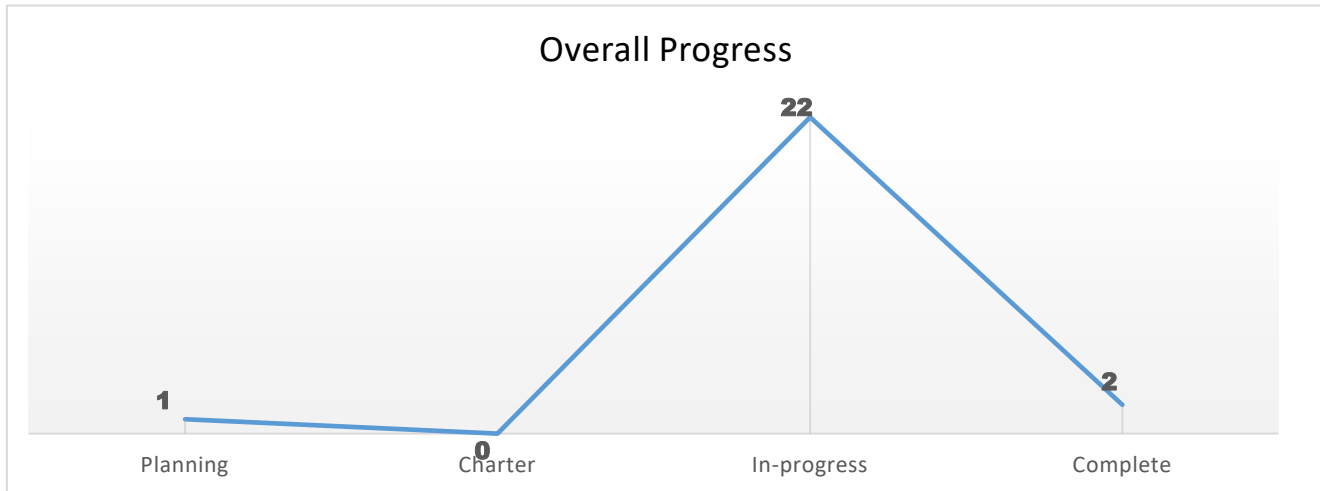
The 25 initiatives for focus in FY2022 are divided among the placemat themes as follows: Seven (7) under safer work environment, 12 under improving workforce, and six (6) are under reducing risk and recidivism. The table below shows how they are progressing by theme. All initiatives under improving the workforce and reducing risk and recidivism are progressing towards implementation.

Table 1: FY22 Progress of Strategic Plan Projects by Theme

Placemat Themes	Initiative Status			
	Complete	In-progress	Charter	Planning
Safer Work Environment (7)	0%	86%	0%	14%
Improving Workforce (12)	8%	92%	0%	0%
Reducing Risk & Recidivism (6)	17%	83%	0%	0%



Figure 1: Progress of Strategic Plan Initiatives by Status



The 25 division led projects are currently in the following statuses: two (2) are complete (8%), 22 are in-progress (88%), and one (1) is in planning (4%)

Table 2: Project Status by Division Responsibility

Progress and Assignment By Division						
Status	Overall	OOD	P&P	DORS	DAI	DHS
Complete (Recommendations)	2	0	0	2	0	0
In-Progress	22	2	1	2	4	13
Charter	0	0	0	0	0	0
Planning	1	0	0	0	0	1
Total Initiatives	25	2	1	4	4	14

Of the 25 initiatives, two (2) have been assigned to the Office of the Director (OOD) and one (1) to Probation and Parole (P&P). Both the Division of Offender Rehabilitation Services (DORS) and the Division of Adult Institutions (DAI) have been assigned four (4) each, and 14 have been assigned to the Division of Human Services (DHS).



FY2022 Initiative Highlights as of December 31, 2021

11.101 - Staffing Pattern & Shift Analysis

Moved to implementation

- Analysis completed on this initiative and planning for implementation.
- Team is visiting sites to revalidate the number of posts. The plan will be presented to the Wardens at the next meeting on January 26, 2022.

11.113 - Develop MOCIS Enhancement Prioritization

In development

- All components of the MOCIS initiative will be completed under this.

11.208 - Improved External Classification System

Off track – with plan to rectify

- Overrides have been identified and approved.
- Decision Support is completing additional analysis.

11.212 - Transition to Electronic Files to Support Information Access

Off track – with plan to rectify

- Working with OA on a business plan submission.

11.215 - Perimeter Detection Fence

On track

- The fencing is complete at these six (6) facilities: ERDCC, SECC, SCCC, FRDC, JCCC and PCC.
- Cabling installed at WMCC, WERDCC, MECC, ACC, OCC, BCC, FCC, and MTC. Commissioning pending
 - First commissioning complete for WERDCC, MTC, and WMCC
- TCC install scheduled for January 14, 2022.

12.104 - Automated Time Keeping System for DAI

Off track – with plan to rectify

- Preparation is being made for a pilot at one of the facilities. The team is working the vendor on processing time slips in the automated system.

12.307 - Develop System for Virtual Training – LMS

In Implementation

- A contract has been awarded and is in effect as of November 15, 2021.
- A team is meeting with the vendor and working towards implementation
- Planned full implementation is July 1, 2022.



21.202 - Develop On-Boarding for Supervisory Positions

Off track – with plan to rectify

- Team is working on a proposal based on the tasks completed by members.
- Next meeting scheduled 1/31/22.

21.206 - Implement On-Boarding for Frontline Staff (Phase II)

In Implementation

- The team plans to have their final meeting on January 13, 2022, to review the updated proposal and checklist before they are submitted for review.

21.207 – Transformation Training Academy

In Implementation

- The recommendation phase is complete. This is in implementation.

21.208 – The Corrections Way for Frontline Staff

On track

- As of 12/31/21 2,859 frontline staff have been trained.
- SCCC and MTC dates are confirmed, the rest are complete.

21.210- Expand COI and Cook Recruitment Efforts

On-track

- The recruitment unit is holding a Virtual Job Fair in February.

21.212 - Crossroads Training Academy

Not started

- Planning has started for this project.
- Meeting with the construction unit is planned to discuss next steps.

21.213 - Succession Development Strategy (Leadership Development Rule)

On track

- Supervisors are expected to complete a minimum of one (1) hour per week toward professional development (52 hours per year). The department should strive for 50% (26 hours of training) by December 31, 2021.
- 2% of DOC has completed the MO Learning White Belt training.

21.405 – Promote and Enrich Employee Wellness Program

On track

- Over 2000 staff responded to the survey that ran from early November to late December 2021.
- MoDOC Cares webpage has been created and is consistently updated, gets very high click-rate.
- Probation & Parole Wellness Room (ID15 60 day pilot) is in progress).
- Installation of sunscreen pumps at institutions are expected this winter.
- Supervisor Training specific to resources/resiliency/self-support – scheduled launch March 2022.



Improving Lives for Safer Communities

- In Progress: folding wallet card with wellness and trauma resources – scheduled for January 2022.
- Health & Benefit Fairs in 2022 – scheduled for Farmington, JCCC and ACC in April.

21.406 - Trauma Support for Staff

On track

- A planning committee has been formed and funding secured to implement a Post Critical Incident Seminar in spring 2022.
- PACT moved from DAI to DHS and policy updated.
- Trauma-Informed (T.I) components added to the PACT and T.I. Supervisor training curricula.
- Updating working with the female offenders' specifics related to trauma.
- A new support resource for DOC staff affected by workplace trauma will be available in May 2022. Applications for the event will be taken from January-March 2022 and will be located on the Intranet home page
- New Trauma specialist started in December.

22.105 - Redevelop the Intranet

Off track

- The team continues meetings to finalize the information for inclusion on the intranet.

22.107 - Develop Equity, Diversity & Inclusion (EDI) Policy

Off track - with plan to rectify

- The team is in discussion to determine next step.

22.303 - Trauma Informed Culture

Recommendation Complete

- The Supplemental recommendations has been approved by the Executive Team on December 20, 2021.
- Implementation will be done in stages, starting with the development of an advisory team.

31.113- Ashland University Expansion

Off track – with plan to rectify

- All Second Chance Pell providers had their funds limited this FY. Ashland has decided to not expand sites nor enroll new students to stay within budget. Therefore, for fall 2021 and the spring 2022 terms (late January) they will only enroll current students or re-admits.

31.114- Programming to Conform to Evidence Based Practice

In Implementation

- Implementation planning not started.
- DAI Executive Team will discuss next steps in January.



31.115- Mental Health and Substance Use Treatment Standards

In implementation

- The team is defining milestones and developing timelines.

31.203 - KCRC Transformation

In implementation

- They plan to start receiving residents on April 1, 2022.
- Staff training is on-going.
- They are interviewing for the Storekeeper and IAC positions.
- Policies, procedures, handbooks, manuals, checklists and similar are in development.
- Site staff continue to clean and paint the housing units and common areas. Work is pending on the dryer vents.
- Class pending for Facilitating Offender Groups. TCKC staff and an intern from the region to attend

31.209 - Program Model for Court Referred Short-Term Offenders.

Recommendation Complete

- The team's recommendations have been approved by the Executive team on December 13, 2021.
- Implementation Kick-Off is scheduled for February 3, 2022.

31.305 - Quality Control, Quality Assurance, Support for Correctional Programming

Off track – with plan to rectify

- The final report is complete.
- The team is scheduled to present their recommendation to the Executive team on January 24, 2022

Initiatives from Previous Placemats - with Actions Pending

11.105 - Administrative Segregation Programming

- The manual DAI was asked to develop is in progress.
- The policy is finalized and estimated to become effective January 2022.

11.110 - Offender Mail / 11.111 - Offender Censorship

- The team is waiting on the contractor to fix a piece in postal scanner process. It should be ready to test in February.

11.207 - Identification & Tracking of Security Threat Groups

- STG Coordinator and Officer training scheduled for March.
- Policy approved and will be ready April 1, 2022.

11.211 - Offender Suicide Prevention

- Standing committee members have been identified. The responsibilities are being finalized.
- The team is discussing pilots, final decision pending.



Improving Lives for Safer Communities

- Centurion (CORIZON replacement) to attend team meeting in January 2022.

11.216 - P&P Safety, Security & Critical Incidents

- Working on the Incident Report form with DSAA.
- Meeting scheduled January 21, 2022 to discuss next steps for implementation.

21.105 - CO I High School Apprenticeship

- The Recruitment Unit is in discussion with Crowder College regarding rebooting the program.
- Crowder has shared the program detail with other schools, recruitment will follow-up.

31.110 - Difficult Discharge

- No update. This was last noted with the Procedure and Forms Management Unit (PAFMU)

31.207 - Community Peer Specialist

- Implementation team established.
- Preparation for pilots at three (3) facilities is in progress.

Strategic Initiative Dashboard

FY2022 Initiatives

R = Recommendation Phase

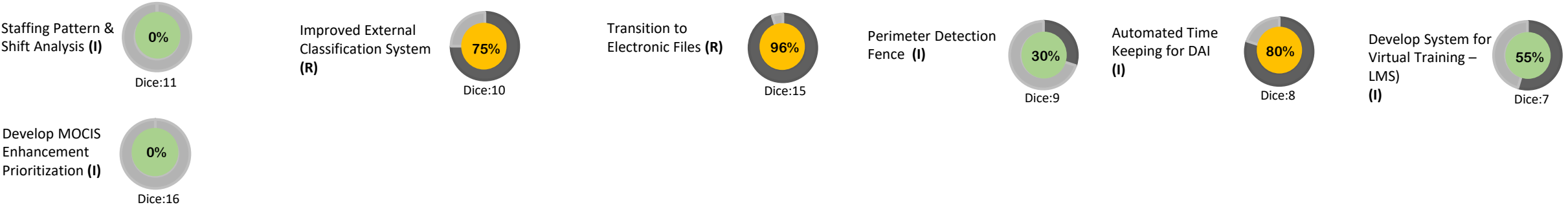
I = Implementation Phase

Values in circles indicate % of milestone complete

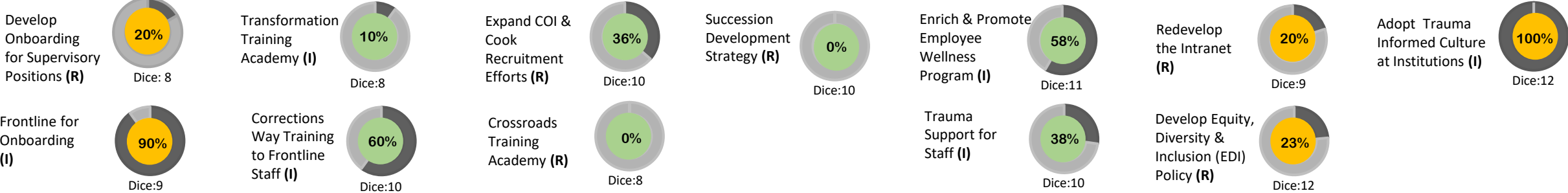
On-Track
Off Track with plan
Off Track – with no plan



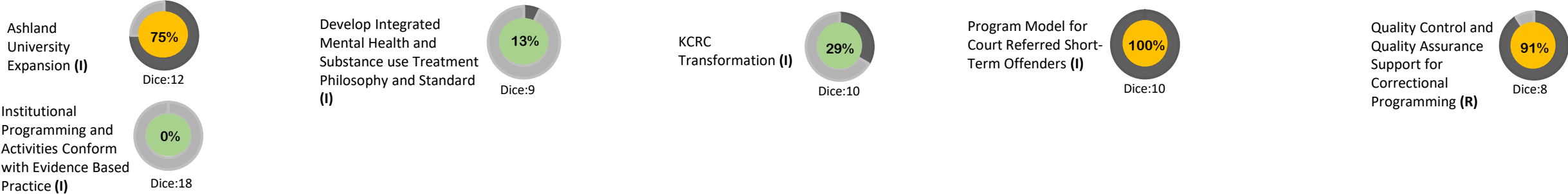
Safer Work Environment



Improving Workforce



Reducing Risk & Recidivism



Dice scores last calculated December 2021 **Scores are defined as follows: - 7 to 13 win zone (Highly likely to succeed) - 14 to 17 worry zone (Risky, needs immediate attention to weaken risk) - 18+ woe zone (highly likely to fail, need decisive action to salvage)